Headquarters U.S. Air Force

Integrity - Service - Excellence

Thinking About Future Air Force Leadership: Force Development

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The Great Air Force Paradox

- **Are we getting the "leadership" we want?**

  YES!

- **Are we getting the "leadership" we need?**

  Hmmm

  …

- **Unquestionably: no matter how you cut it, leadership makes a difference.**

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So What Do We Know?

- Today's demands on leaders do not heavily overlap with traditional demands
- Skills/Styles that "got them here" are not enough
- "Square Filling" doesn't help: what you learn, what you do with it is the key – effects-based

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AF Leadership Development

The Situation

- How do you take a good system that has produced the best Air Force in the world and make it better?
- What drives change… when there is no burning ship?
- How do we prepare for the future and better meet the expectations of our people?

- Our efforts began with analysis of occupational skill requirements of the Air Force general officers and civilian executives
- We also learned from “best practices” of other public and private sector organizations and a close look at how we developed Air Force leaders in the past

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Then What???

- **Back to basics: what is the requirement?**
- **Developed job requirements database**
- **Discovery:**
  - **Hadn't realized what competencies we "needed"**
  - **No strategic plan to get there (or ANY where)**
  - **Insufficient skill "tool kits" in our force**
  - **Didn't recognize/use all the talent we had**
- **Revelation:**
  - **We needed a new Force Development Concept**

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Force Development

Why Do We Need It In The AF ?

- **Today**
  - **“Deep” perspective**
  - **Chance “development”**
  - **Focus on developing occupational skills**
  - **Less focus on enduring competencies**
  - **Career stovepipes**
- **Tomorrow**
  - **“Wider” perspective**
  - **Systemic, deliberate development**
  - **Develop occupational skills and enduring competencies**
  - **Interchangeable senior leaders**
  - **Better team builders**

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Force Development
The Solution

- So… How do we prepare for the future and better meet the expectations of our people?
- The answers can be found in a simple, understandable, deliberate development system that…
  - Satisfies need for occupational and enduring competency development
  - Follows doctrine
  - Has coordinated policies that concentrate on the right level and focus on experience, education and training… at the right time, and that…
  - Best utilizes the time available for development

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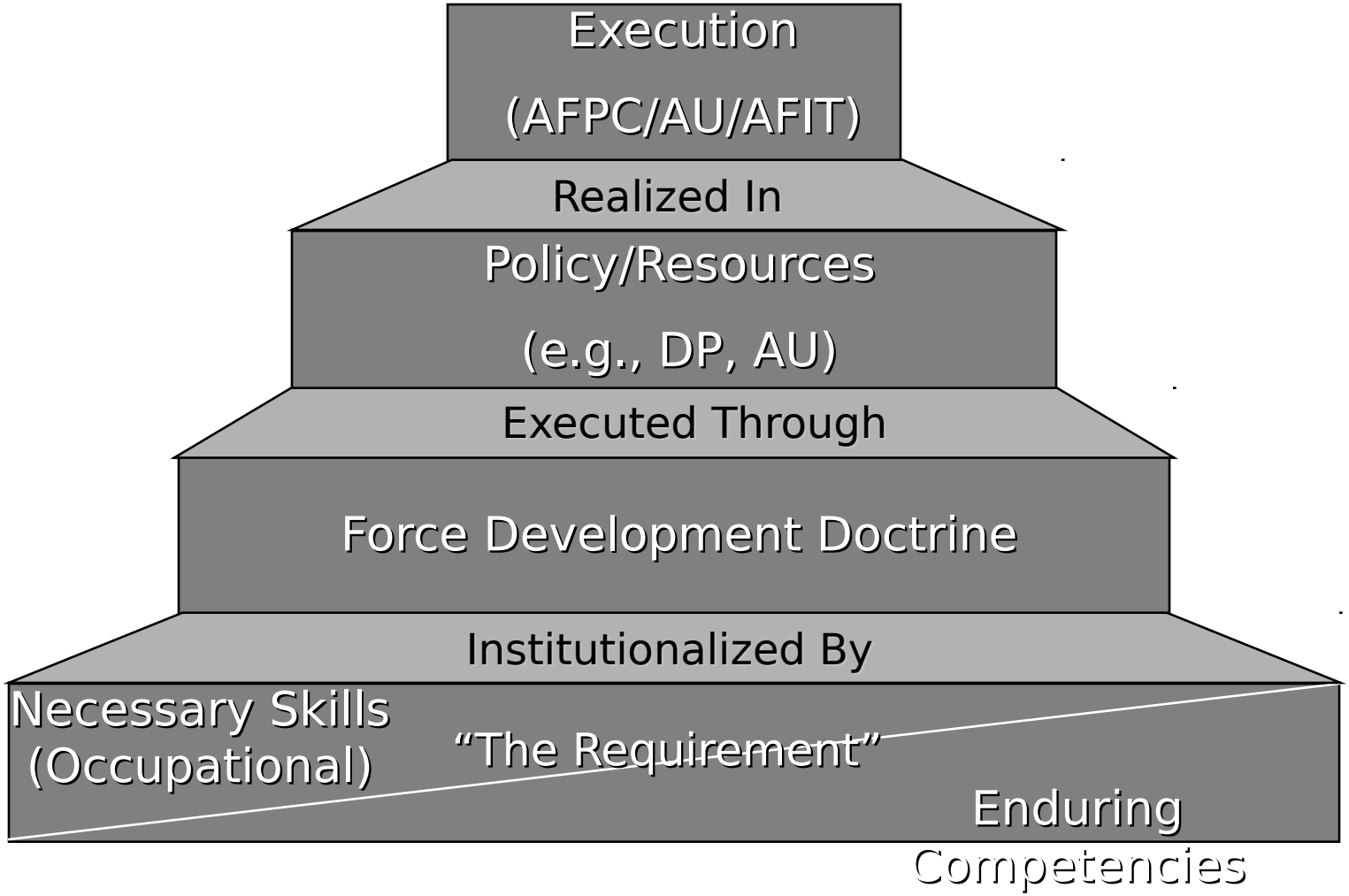
Force Development

The Construct



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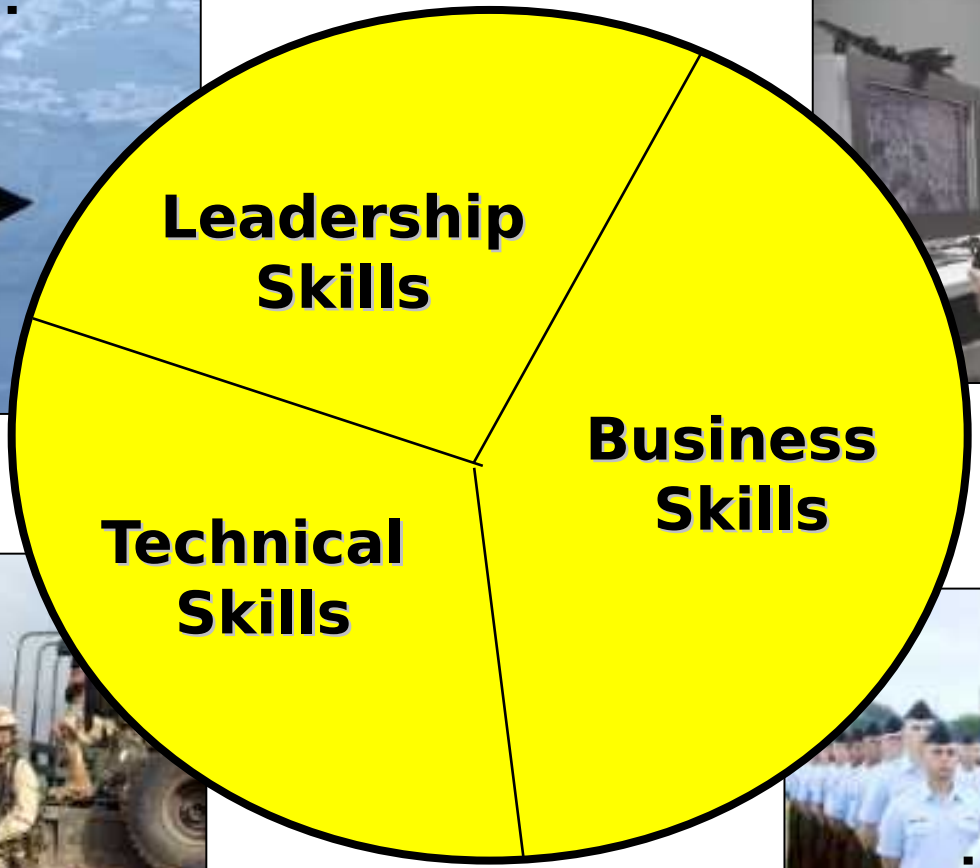
AF People Training/Education Needs



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AF People Training/Education Needs

- **Leadership Skills – Adapting; Fostering Teamwork; Retaining Talent; Mentoring; Driving Execution**
- **Technical Skills – Pilot; Navigator; Space; Acquisition; Personnel**
- **Business/Executive Skills – Resource Management; IT for Managers; Management; Systems Integration**

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Force Development

Senior Leader Skill Requirements

Agile Combat Support
Maintenance
Contracting
Financial Management
Aerospace Power Employment
Plans and Programs
Political Military
Acquisition
Education and Training

Acquisition Management
Maintenance
Space
Information Operations
Aerospace Power Employment
Plans and Programs
Political Military
Education and Training

Communication
Information Operations
Intelligence
Plans and Programs
Aerospace Power Employ.
Space
Education and Training
C2ISR

Space
Acquisition
Communication
Aerospace Power Employ.
Intelligence
Plans and Programs
Information Operations
Political Military
Education and Training

Fighter
Aerospace Power Employ.
Political Military
Plans and Programs
Acquisition
Information Operations
Space
Education and Training

Bomber
Aerospace Power Employ.
Acquisition
Space
Political Military
Agile Combat Support
Plans and Programs
Information Operations
Education and Training

C2ISR-rated
Aerospace Power Employ.
Information Operations
Space
Plans and Programs
Acquisition
Political Military
Education and Training

Other (all Core IDs not Mentioned on this document)
Information Operations
Space
Acquisition
Aerospace Power Employ.
Political Military
Plans and Programs
Mobility Operations
Financial Management
Personnel and Manpower
Intelligence
Education and Training

Intelligence
Political Military
Information Operations
Aerospace Power Employment
Space
Plans and Programs
Personnel
Education and Training

Mobility (Tanker/Airlift)
Aerospace Power Employ.
Mobility Operations
Acquisition
Space
Plans and Programs
Political Military
Information Operations
Education and Training

Special Operating Forces
Aerospace Power Employ.
Space
Plans and Programs
Agile Combat Support
Acquisition
Political Military
Information Operations
Education and Training

Maintenance
Agile Combat Support
Financial Management
Aerospace Power Employment
Plans and Programs
Acquisition
Political Military
Space
Education and Training

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Enduring Competency

Behaviors and characteristics, pervasive across functions, learned throughout a lifetime, that can be continually deliberately developed.

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AF People Training/Education Needs

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Evidence for Development of Enduring Competencies

- Alerted to fact that there were competencies that exist regardless of occupation
- GO and SES interviews
  - Integration skills important in future
  - Rapid decision making and communication skills are important
- GO Survey – cross-functional skills common to all
  - HQ experience more prevalent than command
  - 64% said that management experience important for their job
- Chief of Staff Survey
  - Leadership scores drive critical unit outcomes
    - Strong positive correlation between leadership scores and satisfaction, altruism, commitment, and unit performance
    - Strong negative correlation between leadership and intent to leave the AF

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Enduring Competencies

Leading the Institution
- Demonstrating Vision
- Shaping Strategy
- Aligning the Organization
- Driving Transformation
- Thinking/Working Across Boundaries
- Driving Execution
- Improving Processes
- Systems Integration

Leading People/Teams
- Inspiring & Empowering
- Influencing & Negotiating
- Attracting, Developing & Retaining Talent
- Fostering Teamwork & Collaboration
- Building Relationships
- Fostering Effective Communication

Personal Leadership
- Using Sound Judgment
- Adapting
- Inspiring Trust
- Leading Courageously
- Driving for Stakeholder Success

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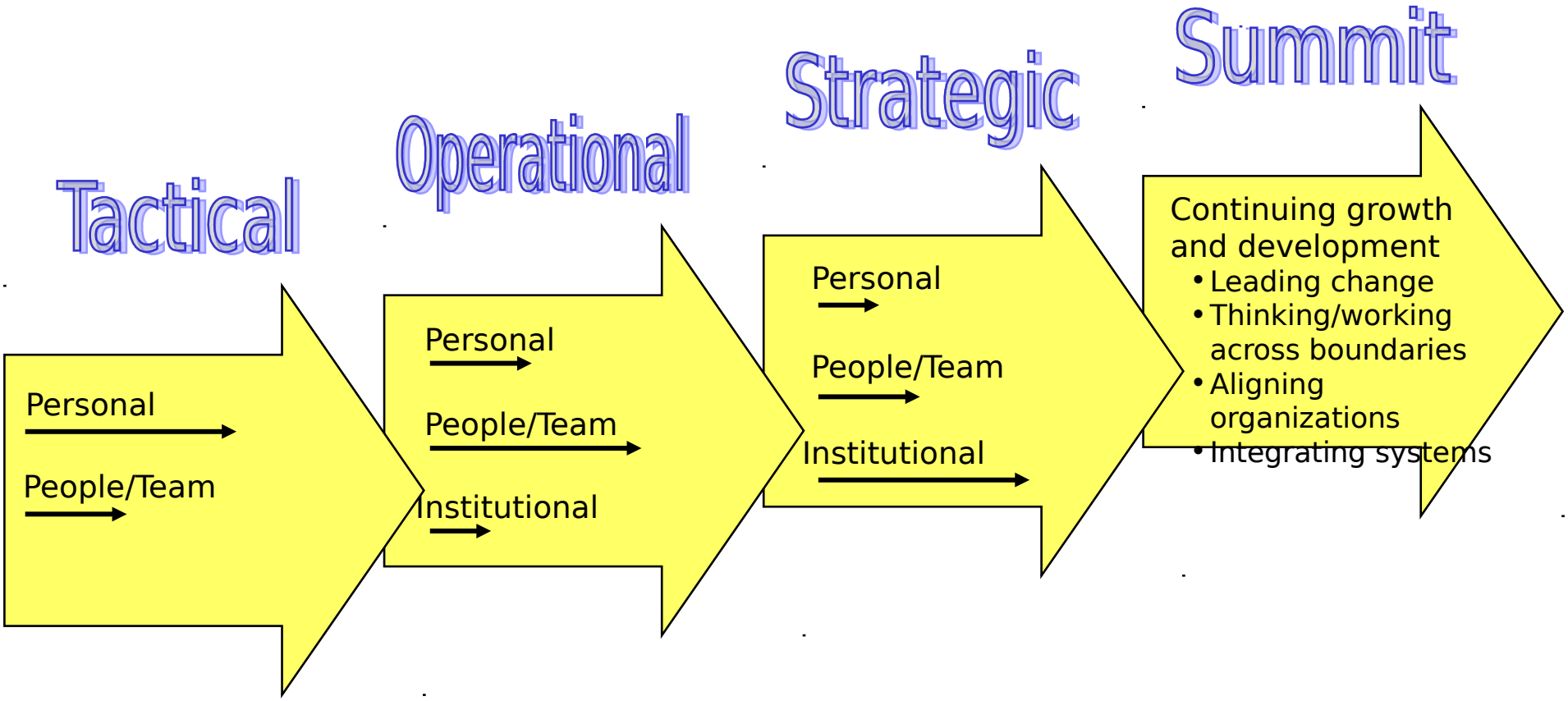
Leadership Development Vision



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SL Development as a Portfolio

- Continuous Learning
  - Stimulates
  - Motivates
  - Helps productivity, mission and retention
- Summit Level Development can be managed as a portfolio: solid base mixed with high risk/high pay-off opportunities
- Technical – JFACC, CFACC, JFOWC, SIWAC, CAPSTONE
- Business – HBS, Wharton, Columbia, Navy Business Course
- Leadership – SLOC, CCL, Movers & Shakespeare

AF Senior Leader Development

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Force Development
Doctrine

- **Development – the series of experiences and challenges, combined with education and training opportunities that produces AF leadership**
  - **Tactical level Development – gaining knowledge and experience in primary skill, combined with educational and leadership training experiences**
  - **Operational level Development – continued widening of experience and increased responsibility within a related family of skills**
  - **Strategic level Development – challenges to gain breadth of experience and leadership perspective (inter-service, inter-agency, international, business)**

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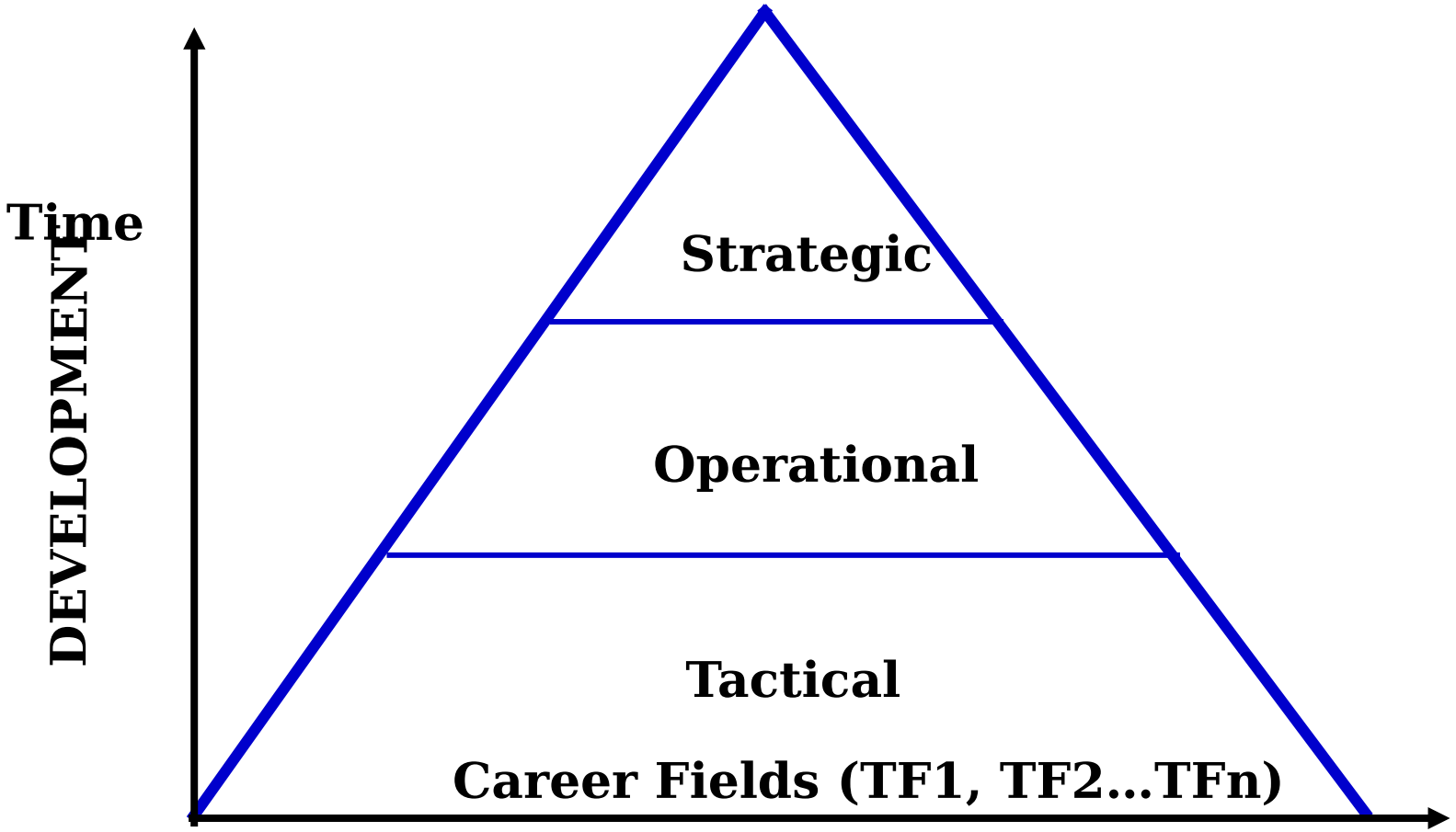
Force Development



Total Force = Officer + Enlisted + Civilian + AFR + AN

INTEGRATION

Operationalizing FD

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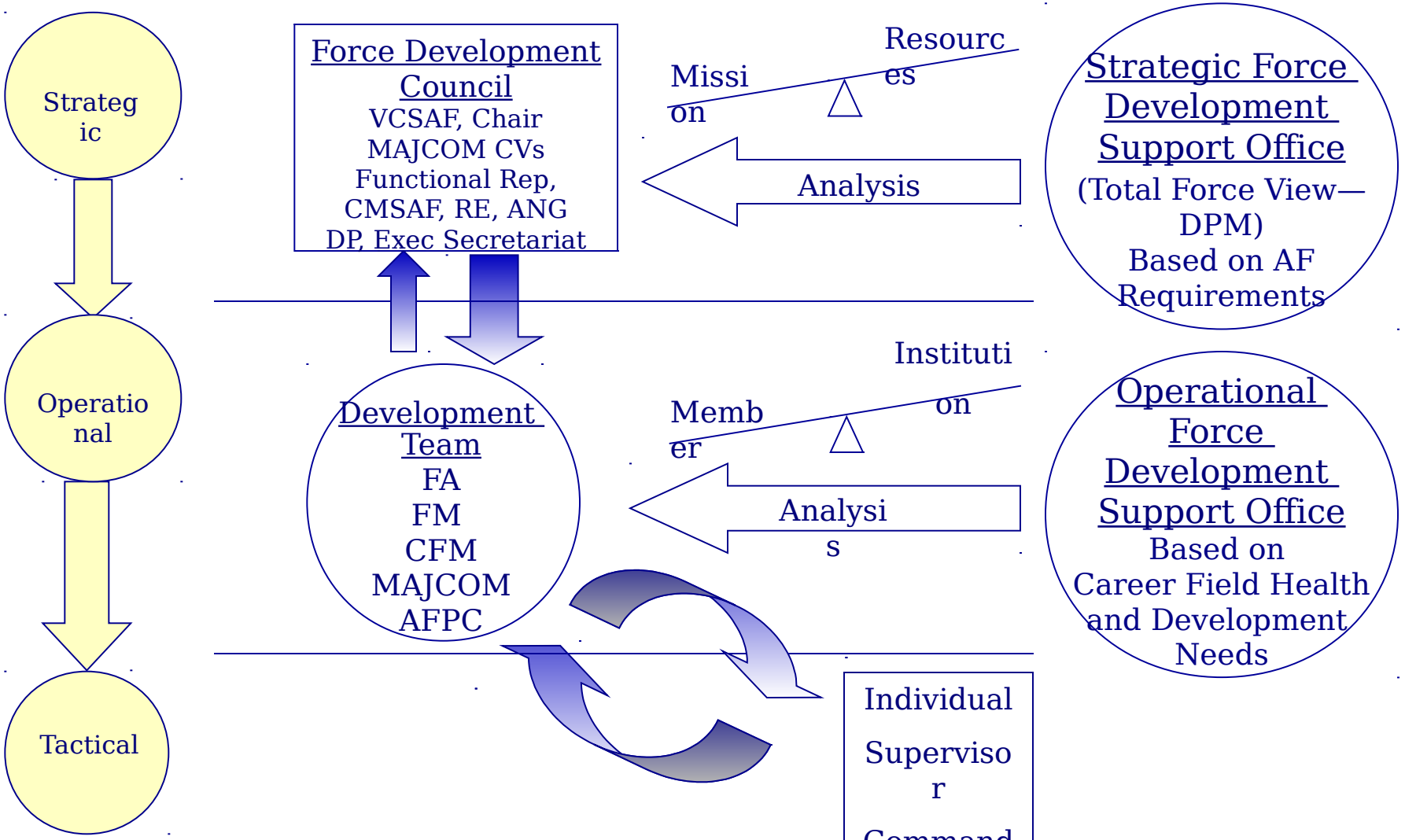

This Work Has Had Strategic Effects

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- **A competency-based, requirements-driven senior leader development approach—the basis for a transformational *force development doctrine***
- **A rethinking of traditional General Officer and Senior Executive Service boundaries—the basis for forming *AFSLMO***

WE ARE CHANGING THE CULTURE OF THE USAF

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